CHAPTER 1

II.   VARIATION IN ORGANIZATIONAL CAPACITY BY SIZE OF POPULATION SERVED - 2004

Availability: 16% of agencies serving populations of 20,000 or fewer, and 21% of agencies that serve populations from 20,001 to 40,000 are open less than 40 hours each week. No agencies that serve populations greater than 80,000 are open less than 40 hours each week, in fact a majority of the largest agencies (54%) are open from 45 to 50 hours each week. (See Graph 1.1 and Data Table 1.1)

Satellite Locations: agencies serving populations of 20,000 or fewer are least likely to operate satellite facilities; 13% have satellite locations and each has only 1 site. Agencies that serve populations greater than 80,000 are most likely to maintain satellite locations; 46% of them do so. Half (50%) of the largest agencies with satellite locations have only 1 site, but 33% maintain from 6 to 10 different locations. (See Graph 1.2.1 and Data Tables 1.2 and 1.2.1)

Emergency Contact: all agencies serving populations greater than 80,000 have an answering service and rely upon pagers for emergency contact of staff. Only 41% of agencies serving populations from 20,001 to 40,000 use pagers for this purpose. Cell phones are the most common means of after-hours contact regardless of agency size, and the percentage of agencies using them ranges from 91% of agencies serving populations of 20,000 or fewer to 100% of agencies serving populations over 80,000.   Ninety-two percent (92%) of the largest agencies provide cell phones for their key staff compared to 64% of the smallest agencies. (See Graphs 1.3.1 and 1.3.2.1 and Data Tables 1.3.1 and 1.3.2.1)

Public Health Business Off Site: the percentage of time that agency staff spends in the community, or otherwise working outside of agency offices varies by size of population served. Those that serve populations fewer than 20,000 are most likely to work within their offices; 30% of them spend less than 25% of the time conducting business off site. All sizes of agencies are more likely to spend from 25% to 49% of their staff's time working out in communities, however, 77% of the largest agencies do so compared to 41% of the smallest agencies. (See Graph 1.4 and Data Table 1.4)

Billing for Services: agencies serving populations greater than 80,000 are less likely than other agencies to bill a third party for services they provide. Ninety-two percent (92%) of them bill Medicaid compared to 100% of agencies serving populations fewer than 20,000 and those serving populations from 40,001 to 80,000. Forty-six percent (46%) of the largest agencies bill Medicare, compared to 93% of agencies serving populations of 20,000 or fewer, and only 15% bill private insurance compared to 36% of agencies serving populations fewer than 20,000. All agencies serving populations from 40,001 to 80,000 charge their clients for services. About seventy percent (70%) of agencies serving populations of 20,000 or fewer and agencies serving populations between 20,001 and 40,000 do so. Ninety-two percent (92%) of agencies serving populations over 80,000 charge clients for services. (See Graph 2.1 and Data Table 2.1)

Technology: (92%) of agencies that serve populations greater than 80,000 have a web site compared to only 32% of those serving populations fewer than 20,000. The percentage of agencies with a web site in the 2 groups serving other population sizes ranges from 55% to 63%. The largest agencies are also most likely to use Geographic Information Systems (GIS); 85% of them are using this technology. Thirty-eight percent (38%) of agencies serving populations between 40,001 and 80,000 use GIS, but only 3% to 4% of agencies in groups serving smaller population sizes do so. (See Graph 3.1.1 thru 3.1.7 and Data Tables 3.1.4 and 3.1.6)

Quality Improvement: 92% of agencies serving populations between over 80,000 have staff designated to lead quality improvement efforts compared to 79% of agencies serving populations fewer than 20,000. Thirty-eight percent (38%) of agencies serving populations greater than 80,000 rate their capacity to utilize quality improvement principles and methods as "very good" compared to only 16% of agencies serving populations fewer than 20,000 and 19% of agencies serving populations from 40,001 to 80,000. (See Graphs 4.1 and 4.2 and Data Tables 4.1 and 4.2)

Strategic Planning: agencies serving all population sizes are roughly equal in the likelihood of having a strategic plan; 88% to 92% within each group do so. However, only 48% of agencies serving populations of 20,000 or fewer have updated their plan in the last three years while 67% of those serving populations over 80,000 have done so. Twenty-eight percent (28%) of agencies serving populations of 20,000 or fewer, and 29% of agencies serving populations from 40,001 to 80,000 that have a strategic plan, did not refer to or use their plan in the past year. Thirty-three percent (33%) of the largest agencies with a plan referred to it 10 or more times during the last year. (See Graphs 6.1 thru 6.1.2 and Data Tables 6.1 thru 6.1.2)

Agencies serving populations fewer than 20,000 are more likely to involve their governing body in developing or revising their strategic plan; 92% involved their governing body compared to only 75% of agencies serving populations over 80,000. Agencies serving populations from 20,001 to 40,000 are more likely to involve community members in strategic planning with 62% of them doing so, compared to 50% of agencies serving populations from 40,001 to 80,000. Ninety-two percent (92%) of the largest agencies refer to their plan for budgeting and resource allocation, while only 57% of agencies serving populations from 40,001 to 80,000 use their plan for this purpose. (See Graphs 6.1.3 and 6.1.4 and Data Tables 6.1.3 and 6.1.4)